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27 APR 1955

CIA Career Council

Director of Training

Applications for Harvard Advanced Management Program

1. The Office of Training received two applications for the Twenty-Eighth Session of the Advanced Management Program to be conducted by Harvard University [redacted]

2. Each of the candidates qualifies for consideration. They are J. J. Bagnall, recommended by DD/I and [redacted] recommended by II/S. Both candidates are Division Chiefs and GS-15's. The candidate selected as the Agency's second choice for the Twenty-Seventh Session, [redacted] from DD/P does not wish to be reconsidered.

3. Because there are only two applicants no Selection Panel was convened.

4. I am forwarding for Council consideration briefs of the qualifications of Messrs. Bagnall and [redacted] For the guidance of the Council I am furnishing also extracts of pertinent information from the Harvard University announcement.

5. For your information, all necessary data must be received by Harvard prior to [redacted]

SIGNED

MATTHEW BAIRD

Enclosure

24 briefs

12 extracts

WCR:hmf (25 April 55)

cc: O&I - addressee

✓ - DTR

1 - chrono

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NO CHANGE in Class. ☒

☐ DECLASSIFIED

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ADVANCED MANAGEMENT PROGRAM
(Extracts from the Harvard Announcement)

Objectives and Scope

A primary objective of the program is to make the man who participates in it a better man in his job, whether in supervision of production, sales management, direction of personnel relations, or any other staff or line function. Another, and perhaps even more significant objective, is the development of men for advancement into positions of wider responsibility.

As a framework for study and discussion a program of six subjects is presented in the Advanced Management Program. The program places great emphasis upon the responsibilities of business management not only in the economic field but also in the political and social areas. The formal study program is divided about equally among the following subjects: (1) Business Policy; (2) Administrative Practices; (3) Business and the American Society; (4) Cost and Financial Administration; (5) Marketing Administration; (6) Problems in Labor Relations.

Selection of Men to Attend the Course

Experience with the course has demonstrated that many businessmen, despite the routines in which they have been immersed, exhibit a marked degree of intellectual curiosity and flexibility. These, rather than specific background or formal training, are the indispensable attributes which men must have if they are to benefit substantially from the Advanced Management Program.

Men who are directly responsible for the performance of a group of subordinates benefit equally with men who have special assignments of an individual nature.

From the point of view of company officers contemplating sending men to attend the course, it should be emphasized that only those men should be selected who seem to their company associates and superiors to possess the inherent ability to climb in the company's organization, without any definite ceilings on their upward growth.

An applicant must have demonstrated in his business career qualities of ability, leadership, and adaptability. Candidates for admission, after they have been nominated by the top management of their companies, are further screened by an Admissions Committee. Since there are no educational prerequisites for this course, the Committee is more concerned with what a man has accomplished since he stopped going to school than with how far he went or how well he did in his formal training.

A Typical Class

A typical class numbers 160 men. In all, approximately 140 companies (including several foreign firms) are represented as well as various branches of the U.S. Armed Services. The average age of a typical member of the class is 44 years and the age range of the group is from 36 to 55 years. The average length of business experience of a student is from 15 to 20 years.

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